

Other issues ...

Politicization

The analyst's value-added

Institutional cultures and values

Dealing with clients

Being brief

Maintaining morale

Politicization

What is it, and why is it bad?

Why and how does it happen?

What forms does it take?

What is the role of feedback?

Politicization

How about “reverse” politicization – when we do it?

What is it, and why is it bad?

Why and how does it happen?

What forms does it take?

Politicization

How do we prevent either variety of politicization?

- Good tradecraft and transparency
 - Be honest about reporting
 - Set aside institutional preferences
 - Don't be influenced by access
- Stay up on policy and political developments
- Think like a policymaker
- Remember how “national interests” are determined
- Respect people's views. Respect processes. Respect institutional roles. Respect democracy

What is Analytical Tradecraft?

How does good tradecraft help us serve our reader? How does it help us as analysts protect our own equities? How does it make our lives as analysts easier and more interesting?

1. It is the CONSCIOUS and DELIBERATE process of evaluating and transforming raw data into descriptions, explanations, and conclusions for our readers –
 - reduce bias (ours or theirs)
 - reduce manipulation (the reporting agency's, source's or sub-source's)
 - reduce intellectual limitations (linear thinking)

2. Tradecraft is what enables us to look our reader in the eye and say:

I have examined the information and evidence, and I believe that ___ is occurring; ___, ___, and ___ are driving it; trends indicate ___; it appears likely to ___; and it has ___ implications. Although less likely, the situation could evolve in ___ manner if ___ occurs, which would have ___ implications.

3. Tradecraft is also structured humility – the willingness to concede that
 - any issue worth analysis is difficult
 - our information rarely (or ever) is good enough
 - our speculation is “informed” by our expertise, but we admit the gaps in our information
 - if our “probable” scenario doesn't materialize, we also offer alternative scenarios

Institutional cultures

All are different, and all tend to stifle over time.

Find your space. Get out of it from time to time.

Remember you're not the boss.

Dealing with clients

Understand their equities, culture, language.

But stay out of their space, and keep them out of yours.

Beware manipulation (e.g., access). Beware feedback.

Professionalism – not friendship.

Our value-added

What's our unique contribution?

- Clandestine or special info?
- Subject expertise?
- Timeliness?
- Tradecraft?
- Lack of agenda?
- Warning or opportunity analysis?

Are we basically an internal news outlet competing with external news outlets?

Our customers

Who are our customers?

- Executive branch only?
- Our operational colleagues?
- Private-sector contacts?
- Press (via backgrounders)?
- “The people” (e.g., white papers)

Good INTELLIGENCE ...

Never ... **NEVER ...** *NEVER ...*

NEVER ... **NEVER ...** *NEVER ...*

NEVER ... NEVER ...

Never ... never ... crosses the line into policy!

Why be BRIEF?

Everyone is busy.

Human mind likes brevity.

Better comprehension and retention.

Forces us to be disciplined in information, analysis, thought.

HOW TO BUILD A BRIEFING

The seven traditional modules

*Briefing
format*

headline

context

points

proofs

indicators

summary

“action”

The five analytical modules

*Analytical
elements*

key
judgments

drivers

trends

outcomes

implications

Our Morale

How do we analysts keep up our morale?

Our work can be fun but is often difficult.

We don't get the same "ego candy" as many of our operational colleagues and policymakers.

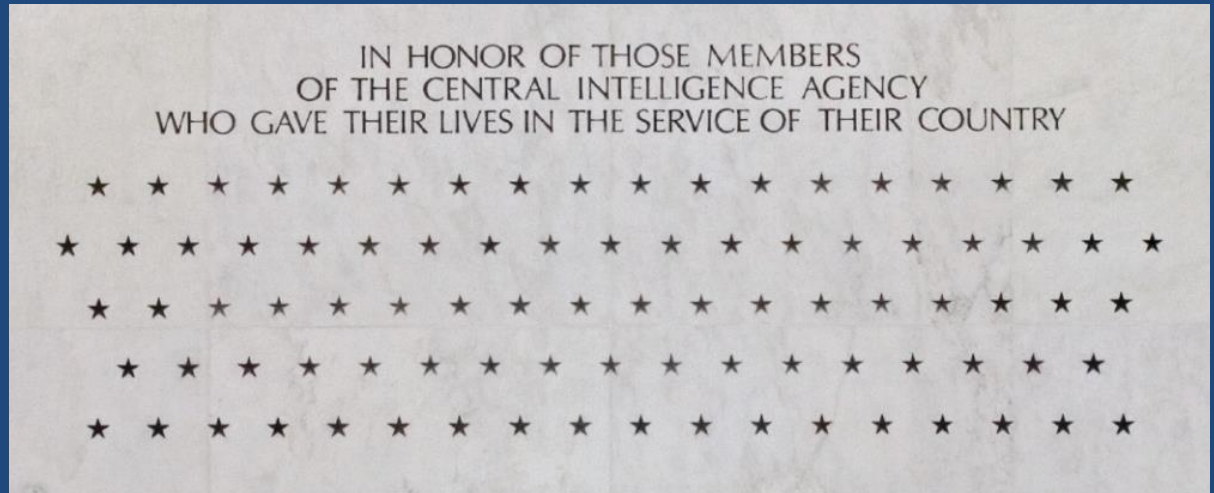
So ...

- How do we remain motivated?
- How do we charge our batteries?
- How do we feel good about ourselves?
- How do I know if I'm doing a good job?

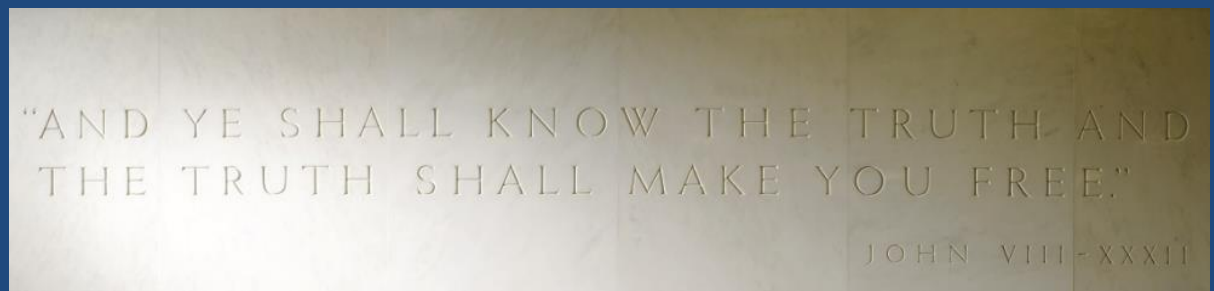
The Answer depends on the individual, but for most people ...

Across from this ...

- Remember the mission
- Think of your broader impact
- Embrace your special skills
- Honestly evaluate yourself
- Nurture your curiosity
- Be proud of your exclusivity



It says this ...



Questions? Comments?